

NC Vision Statement: North Carolina will work toward ending homelessness across the state by pursuing aggressive prevention strategies and by expanding access to safe, permanent, affordable housing and coordinated support services tailored to individual needs.

GOAL I: Build State Level Commitment and Leadership			
Strategies	Action Steps	Responsible Party	Time Frame
A. Get/Keep Top Leadership Involved	1. Craft Initial Messages. a) Develop budget neutral rationale based upon existing data.	ICCHP Work Group on Policy; ICCHP Work Group on Cost Benefit Analysis	August 2003
	b) Determine NC response to Federal mandates for continued McKinney funding and potential block grants.	ICCHP Work Group on Policy	August 2003
	c) Articulate need for commitment to address homelessness.	ICCHP Work Group on Policy	August 2003
	2. Take the message and seek support/direction from First Tier Leadership (Legislators, Governor, Department Heads). a) Seek Executive order requesting cross-departmental commitment to support the work of the ICCHP.	ICCHP Leadership Team; (i.e. ICCHP Chair and Work Group Leaders)	November 2003
	b) Ask for resources to get budget neutral data.	ICCHP Leadership Team	November 2003
	c) Request additional staff capacity.	ICCHP Leadership Team	November 2003
	3. Frame the message for different audiences. Obtain participation of necessary partners from Second and Third Tier Leadership (Federal Partners, Hospitals, Business Leaders, Local Governments, Homeless Coalitions, Housing Providers, etc.).	ICCHP Work Group on Policy; NC Coalition to End Homelessness	February 2004 and ongoing
	4. Approach North Carolina universities for research support to obtain needed data including cost benefit rationale, demographics, existing resources, etc. to further refine the message.	Homeless Policy Specialist; ICCHP Work Group on Cost Benefit Analysis	August 2003 and ongoing

GOAL I Strategies and actions to be further expanded and refined			
<p><i>B. Identify staff capacity to take on new issues</i></p>	<ul style="list-style-type: none"> • <i>Designate existing staff within Departments to move homeless agenda forward - ask Secretary(s) to re-prioritize work for one/some existing staff (now). These staff would work in conjunction with the ICCHP.</i> • <i>One new staff (Homeless Policy Specialist) to coordinate new policy work of the ICCHP for homeless activities - coordinate ICCHP related work of staff identified by the Secretary(s) (later)</i> • <i>Ask ICCHP work groups to make recommendations on staff capacity in key areas to name known existing capacity as well as what is needed to complete projects identified by workgroups. Workgroup recommendation does not equal ICCHP approval. Recommendations about staff capacity can help ICCHP make appropriate decisions.</i> 		
<p><i>C. Frame state message to local communities</i></p>	<ul style="list-style-type: none"> • <i>Evaluate Medicaid programs to determine capacity to fund appropriate services provided in permanent housing.</i> • <i>Train Service providers on how to assertively screen for Medicaid/SSI eligibility, how to document eligibility, and how to complete applications on behalf of potentially eligible clients.</i> • <i>Network with local Social Security offices to educate about efforts to qualify homeless persons.</i> • <i>Use Title 19 admin funds to help homeless service providers to assist with Medicaid/SSI applications (later).</i> • <i>At annual homeless conference present workshop(s) on "How To" best assist homeless persons in claims to Medicaid/SSI/VA benefits; how to network between DDS staff, and homeless providers, and how to create interagency cooperation.</i> • <i>Emphasize the "Housing First" model of service delivery in all state messages to local communities since many communities are still unfamiliar with that model, yet HUD/HHS are strongly encouraging development of Housing First programs since they have been documented as effective and cost effective.</i> • <i>Frame messages to local communities about state actions in efforts and plans to address Homelessness. Messages will include information about both State and regional responses. (ex. Discharge policies implemented at regional facilities – prisons and hospitals)</i> • <i>Coordinate and inform local communities about state expenditures/relief/assistance. The NC Coalition to End Homelessness (NCCEH) can help with these efforts– develop peer to peer message about Common goals of local communities and ICCHP, such as discharge planning.</i> 		
<p><i>D. Develop Data on Homelessness</i></p>	<ul style="list-style-type: none"> • <i>Develop data from within state systems and homeless systems to assess</i> 		

	<p><i>utilization of homeless programs by persons coming from state/regional systems: look for discharge from systems and link to homelessness and utilize data to support policy change.</i></p> <ul style="list-style-type: none"> • <i>look at data now collected in state systems as well as data being collected by local communities/homeless programs as they implement requirement for Homeless Management Information Systems (HMIS)</i> • <i>consider who should lead effort to aggregate data across local communities – should be a party local communities will trust</i> • <i>cross match homeless persons identified by homeless programs in HMIS with data from state systems</i> • <i>Figure out the format we want the data to have so that all data will be reported consistently to improve quality of aggregate data</i> • <i>Identify and engage technical personnel to discuss specifics of how to aggregate data from across the state since local communities are using different software programs.</i> • <i>Define meaning of terms/data elements</i> 		
<p><i>E. Develop the budget neutral rationale for action.</i></p>	<ul style="list-style-type: none"> • <i>Use Shelter + Plus Care to do match of data (data sample) in North Carolina, identifying costs associated with use of public systems by persons experiencing homeless for a period of time prior to residency with Shelter Plus Care and comparing that data with costs associated with use of public system by the same individuals after they've resided in Shelter Plus Care for the same period of time.</i> • <i>Create data sample to support doing data study across agencies (possibly using some preliminary samples). Use this info to help document benefits of developing more complete data collection.</i> • <i>Document approach(es) and cost of efforts used elsewhere to document budget neutral data - such as effort in Georgia coordinate with ICCHP effort</i> • <i>Look at case management as possible area of system redundancy and consider cost savings feasibility of reducing the number of case managers working with some homeless persons.</i> 		
<p><i>F. Decide whether "Balance of State" CoC is a potential source for additional resources</i></p>	<ul style="list-style-type: none"> • <i>Evaluate capacity of local providers, capacity of state staffing, and impact on future resources and sustainability.</i> • <i>Consider use for paying for coordination of HMIS data from across the state; consider use of Balance of State Continuum of Care (CoC) to add supportive housing units to housing stock; and talk with "experts" who have developed Balance of State CoC in other states, especially if they funded statewide HMIS efforts.</i> 		

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GOAL II: NORTH CAROLINA WILL PURSUE AGGRESSIVE PREVENTION STRATEGIES			
Strategies	Action Steps	Responsible Party	Time Frame
<p>A. Publicly-funded agencies operating in North Carolina will review and improve current policy and practice to reduce the number of persons whose discharge/termination results in homelessness.</p> <p>NC Health and Human Services</p> <ul style="list-style-type: none"> • Division of Mental Health, Developmental Disabilities, and Substance Abuse Services • Division of Social Services (TANF, Foster Care, Adult Care Homes) • Office of Educational Services • Hospital Services <p>NC Criminal Justice</p> <ul style="list-style-type: none"> • Corrections • Prisons • Juvenile Justice • Local Jails <p>Federal Services</p> <ul style="list-style-type: none"> • Veteran's Administration • Corrections 	<p>1. Inform local Continuums of Care of state-level activity around discharge policies.</p> <p>a) ICCHP will send a memorandum to all Continuums of Care, with a copy to ICCHP member agencies.</p>	ICCHP Chair	May 15, 2003
	<p>b) Agencies will review their current written policy and practices regarding discharge, termination, and release, examining:</p> <ul style="list-style-type: none"> • Strengths • Weaknesses • Challenges 	Homeless Policy Specialist and Discharge Planning Work Groups	November 2003
	<p>c) Agencies will make recommendations about policy and practice changes</p>	Homeless Policy Specialist and Discharge Planning Work Groups	February 2004
	<p>2. Develop parallel data collection mechanisms to document discharge and/or termination practice.</p> <p>a) Garner agency participation by conveying benefits to affected agencies.</p>	Homeless Policy Specialist; Discharge Planning Work Groups; NC Coalition to End Homelessness	May 2004 and ongoing
	<p>b) Identify needed data elements.</p>	Homeless Policy Specialist; Discharge Planning Work Groups	May 2004
	<p>c) Determine efficient process for collecting and reporting data.</p> <p>(i) For agencies</p> <p>(ii) For homeless services providers</p>	Homeless Policy Specialist; Discharge Planning Work Groups	May 2004 and ongoing
<p>Strategies</p> <p>Goal II</p> <p>Page 1 of 2</p>			

	Action Steps	Responsible Party	Time Frame
(Continued) A. Publicly-funded agencies operating in North Carolina will review and improve current policy and practice to reduce the number of persons whose discharge/ termination results in homelessness	3. Recommend the implementation of improved policies and practices. a) Evaluate collected data.	Homeless Policy Specialist; Discharge Planning Work Groups	November 2004
	b) Identify examples of best practices within and outside of North Carolina	Homeless Policy Specialist; Discharge Planning Work Groups	November 2004
	4. Develop ongoing reporting mechanisms to measure successful outcomes of improved policies and practice.	Homeless Policy Specialist; Discharge Planning Work Groups	February 2005 and ongoing
Strategies and actions to be further expanded and refined			
B. Pursue efforts to assure residential stability for persons immediately at risk of homelessness	<ul style="list-style-type: none"> Explore and evaluate eviction prevention programs aimed at providing cash assistance and other services to help individuals immediately at risk of experiencing homelessness. Explore access to, and continuity of residential support services that are client centered and last as long as residents are in need Explore waivers to HUD rules, such as "One Strike", etc. which will increase mainstream permanent housing options. 		
C. Increase employment opportunities	<ul style="list-style-type: none"> Identify mainstream and local job readiness and skill training programs, how well those programs are currently accessed by homeless persons, and what steps can be taken to increase successful engagement of these programs. Increase participation by homeless persons in Workforce Investment Act (WIA) activities' Explore ways to get homeless advocates active on local WIA Boards. Determine extent of need for and how to provide supportive employment for those who are not able to enter regular employment market. 		
D. Expand availability of rental assistance for extremely low income and cost burdened households	<ul style="list-style-type: none"> Explore expansion of Housing Finance Agency's role as state-wide Housing Authority able to apply for Section 8 vouchers. Explore creation of a state funded rental assistance program with the understanding that rental assistance is consistently documented as the most cost-effective way to make housing affordable for extremely low income persons. 		

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GOAL III Develop More Permanent Supportive Housing			
Strategies	Action Steps	Responsible Party	Time Frame
A. Expand the availability of services linked to housing through the intersection of homeless services and Mental Health Reform, Medicaid, and other service payment mechanisms.	1. Interface with Division of Mental Health on Mental Health Reform efforts, priority populations, and how Mental Health Reform will be operationalized in local communities. a) Meet with Dr. Visingardi and others on the Mental Health Best Practice Team to establish linkages between Mental Health Reform efforts and ICCHP.	Homeless Policy Specialist and ICCHP Work Group on Policy	July 2003
	b) Encourage Local Management Entities and local homeless service providers to do an analysis of local capacity to implement proposed Mental Health Reform.	NC Coalition to End Homelessness	June 2003
B. Promote the "Housing First" model as an identified best practice for maintaining residential stability for vulnerable populations.	1. Develop orientation/education materials on Housing First model.	NC Coalition to End Homelessness	June 2003
	2. Inform Mental Health Reform of Housing First as a "Best Practice".	ICCHP Work Group on Policy	July 2003
	3. Explore doing a possible demonstration project using existing (e.g., Shelter Plus Care) or new programs to document outcomes of Housing First model.	Homeless Policy Specialist	August 2003
Strategies and actions to be further expanded and refined			
C. Develop more supportive housing	<ul style="list-style-type: none"> • Maximize funding opportunities • Assist/Provide TA and encourage communities wanting to apply for the Chronic Homelessness NOFA • Assist/Provide TA and encourage communities wanting to apply for VA per Diem program • Identify strategies on NIMBY at State policy level. Explore potential programmatic requirements that can discourage NIMBY practices – likely through scoring on applications for project funding. Explore legal steps that could be taken by the state to discourage NIMBY opposition to permanent supportive housing projects. 		

	<ul style="list-style-type: none">• <i>Cross Train between agencies on opportunities and programs such as mental health/substance abuse funds that could be use to support housing costs or services for Housing First programs, or housing applications that will be strengthened by services funding.</i>• <i>Increase targeting of Mainstream resources for Extremely Low Income households, especially those needing long term services e.g. HOME, Low Income Housing Tax Credits, Community Development Block Grant, NC Trust Fund, Section 8 rental assistance, etc.</i>• <i>Investigate set asides and/or incentives</i>• <i>Examine regulatory barriers and how those barriers have been addressed in other states</i>		
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